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Designing a Performance Appraisal Model of SEPAH BANK Managers' in Integration Condition

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Extended Abstract

Abstract

Performance appraisal is the process by which employees' work is formally reviewed at regular intervals. The purpose of this study is to evaluate the performance of managers of SEPAH BANK and merged banks and institutions in terms of mergers and to predict their performance in terms of mergers. For this purpose, the combined research method of the classification model was found to be suitable for discovering the research model and examining research hypotheses.

Introduction

Organizations are measures and tools that are created to meet the basic needs of society and with the course of social changes, they become more and more extensive and complex (Adams, 1963). They have different goals and they work according to the plan to achieve their goals, and their activity requires the use of human resources. The role of human resources and their management is very important, especially in service organizations. In practice, there are several ways to translate broad aspects of human resource management into effective strategies of service organizations (Yang & Holzer, 2006). One of the strategies that has been associated with improving human resource management is the performance appraisal system. In order to evaluate customer service, it is recommended to evaluate and review staff issues and in general all areas related to human resource management. Service organizations have to invest in human resource management in order to pay attention to their most valuable assets (individuals).

Case study

Target organization of this research is SEPAH BANK and the reason for choosing it is the managers' knowledge of that organization with the management concepts. The other reason is the integration condition that the bank faces with.

Methodology

Mixed method was chosen for exploring the research model and studying the appropriate research hypotheses. In the qualitative section, the Delphi panel members were consulted in four rounds using the Delphi method, and finally a conceptual model of the research was designed. Delphi panel members are 25 people and all of them are senior managers of SEPAH BANK and merged banks and institutions that were purposefully selected; In the quantitative part, using the methods rooted in simulation and the relevant tables, 306 managers and deputies of the provinces and the first and second degree branches of the target organization were surveyed, by a combined questionnaire with closed questions which its validity and reliability were confirmed. Data analysis in the qualitative part was performed using SPSS, standard deviation and Kendall coefficient by SPSS software, and the hypotheses were analyzed by descriptive and inferential statistics, Structural Equation Modeling Method, and using LISREL and SSPS software.

Discussion and Conclusion

The results of the quality section obtained by a survey of Delphi panel members were categorized into two categories: quantitative and qualitative performance criteria. Quantitative performance metrics include resources mobilization, resource allocation / receivables, and revenue/ cost management and Qualitative performance criteria include managerial factors, professional competencies and behavioral factors. The results of the quantitative section, in addition to confirming the relationship between the components of the research, indicated the relationship between the components of resources mobilization and revenue / cost management. Also, the ranking of research variables showed that the resource equipment variable is more effective than other variables in evaluating the performance of bank managers.

Results

Based on the results of the present study, several solutions are proposed to evaluate the performance of bank managers, the most important of which are to try to attract short and long term investments, liquidity and the use of management and marketing techniques.

Keywords: Performance Appraisal, SEPAH BANK, Integration Condition, Mixed method.